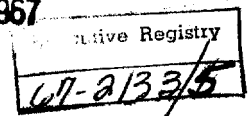


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15 JUN 1967



MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Inspector General's Survey of the Career Training Program

REFERENCE : Memo dtd 2 May 67 to DD/S fr Exec. Dir-Comp., same subj.

1. This memorandum is for your information.
2. As requested in referent memorandum, we are submitting herewith a summary of actions taken and comments on the recommendations addressed to the Support Services by the Inspector General's Survey.

Recommendation No. 1

The DD/S instruct the Director of Personnel to prepare an up-to-date Position Description to reflect accurately the current duties of the Program Officers.

Comment

Concur. Now being done.

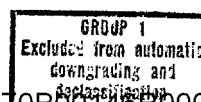
Recommendation No. 2

The DD/S instruct the Director of Training to improve CT counseling to include:

- a. Placement of CTs for the Directorate of Intelligence through the Administrative Staff of that directorate.
- b. Enlarging responsibility for counseling by instructors at the
- c. Earlier identification of CTs to the directorate where they will ultimately be assigned.
- d. Addition to CT Staff of former CTs with recent experience in operating components.

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a. Non-concur. The present system of dealing directly with components (OCI, ORR, and DCS) of the Directorate of Intelligence is working well, does not involve an excessive work load, and interposing another staff element would tend to be less effective.

b. Non-concur. Instructors [redacted] counsel students on substantive professional matters; we consider it inadvisable to split administrative counseling between the CT Program staff and instructor personnel. In order that Program staff officers be more readily available, we plan to have an officer visit [redacted] twice a week.

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c. Non-concur. We think the present system of making this decision at about the 12-week point is working well, and is about as early as individual characteristics and interests can be determined.

d. Concur in principle. Selection must be based on age, experience, maturity, and similar factors.

Recommendation No. 3

The DD/S instruct the Director of Personnel to:

a. Periodically bring field recruiters to Headquarters to expose them to meaningful training and work experience.

b. Consider recruiters for selection to the Mid-Career Executive Development Program.

Comment

a. Concur. Five recruiters will be brought to Headquarters for work experience during the period 29 May - 4 August 1967. Two new recruiters are enrolled in the Intelligence Techniques Course starting 24 July for three weeks; we are trying to take advantage of slack summer periods. Ten recruiters will be enrolled in the May 1968 running of the Intelligence Review Course.

b. Concur. The Deputy Chief of Recruitment is enrolled in the next program.

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Recommendation No. 4

The DD/S instruct the Director of Personnel and the Director of Training to prepare and maintain an up-to-date description of the Agency and the CT Program for use by recruiters.

Comment

Concur. Being done.

Recommendation No. 5

The DD/S instruct the Director of Personnel and the Director of Training to:

- a. Review the role of the university consultants to determine if the program is worth maintaining.
- b. Clarify objectives, cull out marginal consultants and appoint new consultants after adequate indoctrination if the program is to be continued.

Comment

- a. Concur. In this connection it is worth noting that the role of the University Associates is defined as that of a "sounding board on the academic community" for the Director and other senior officials, rather than serving purely as a tool of recruitment per se.
- b. Concur. The Director has told the Associates that, in addition to encouraging good students to apply with the Agency, he expects them to be willing to "stand up and be counted" in any faculty, administration, or student confrontations wherein the Agency's raison d'etre is questioned. We miss no opportunities to drop marginal performers when the occasion permits, but it is difficult, from the public relations aspect, to actively cut out marginal consultants or otherwise run the program as though it was a highly structured project. New Associates are being appointed to effect a wider and better geographic balance.

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Recommendation No. 6

The DD/S instruct the Director of Personnel to obtain from the Director of Training the CT class profile data and to make this information available to the field recruiters.

Comment

Concur. Being done.

Recommendation No. 7

The DD/S instruct the Director of Personnel to caution recruiters against discussing promotion policies for CTs except for the first promotion, which comes seven months after the beginning of formal training.

Comment

An appropriate formula to deal with this problem will be drawn up after decisions on salary scale (Recommendation No. 8) and the scope of the program (Recommendation No. 27) are reached.

Recommendation No. 8

The DD/S instruct the Director of Personnel to review the present standards for determining starting salaries for CTs and to consider recommending raising these salaries to meet competition from other government agencies and industry.

Comment

Concur. The Director of Personnel has submitted a study which is now being reviewed by the Director of Training prior to DD/S' consideration.

Recommendation No. 9

a. The DD/S amend to include a statement in the following vein: Supervisors are urged to recommend as applicants to the CT Program employees who meet the qualifying requirements and who have

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demonstrated by their on-duty performance that they are the types of persons suited for the CT program.

b. The DD/S issue annually a notice directing the attention of supervisors to the above provision

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Comment

a. Have no objection but we believe that the regulation as it now stands contains essentially this same thought.

b. Concur. An annual notice reminding supervisors will be published.

Recommendation No. 10

The DD/S instruct the Director of Training with the Director of Personnel to maintain up-to-date statistics on CTs whose military service has been sponsored by the Agency so that military programs can be properly evaluated.

Comment

Concur. The Office of Personnel is already doing this.

Recommendation No. 11.

The DD/S instruct the Directors of Personnel, Training, Medical Services and Security jointly to review the processing of CT applicants and to submit their recommendations to him for reducing processing time.

Comment

Concur. A review and changed procedures for the reduction of processing time was accomplished in February 1967 and is working well.

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Recommendation No. 12

The DD/S instruct the Director of Personnel to consider assigning a correspondence clerk from the Records Control Division to the Personnel Section which is attached to the CT Staff to facilitate correspondence with CTs.

Comment

Non-concur. After again reviewing this situation, we feel that the arrangement now in effect best supports the CT Program; the Correspondence Branch is equipped to promptly handle this workload, and adding additional load to the CTP Branch would be inadvisable.

Recommendation No. 13

The DD/S instruct the Director of Training, the Director of Security, and the Director of Medical Services to review existing screening of CT applicants and recommend to the DDS possible means of including wives of CT applicants in the selection process.

Comment

Concur with the thrust of the recommendation. However, we are not aware of any special problems in this area, and believe that a positive program of evaluating wives may be an impolitic invasion of privacy. Similar evaluation is not included in processing other staff applicants. We already find out a good deal about wives through interviewing and investigative procedures, and will direct our efforts toward freeing the flow of this information to assure its availability to the decision maker.

Recommendation No. 14

a. The DD/S instruct the Director of Training and the Director of Personnel:

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(1) To tighten existing briefing procedures of applicants for the CT Program to ensure that applicants are adequately briefed by recruiters and Headquarters personnel to minimize security and cover problems.

(2) To review existing processing methods to identify and correct procedures which unduly reveal Agency interest in applicants.

b. The DD/S instruct the Director of Training to issue instructions to components providing interim employment to CTs not to expose them to other government agencies.

Comment

a. Concur. The Director of Personnel has requested the assistance of the Director of Security in reviewing existing procedures.

b. Concur.

Recommendation No. 15

The DD/P instruct the Chief, Central Cover Staff, to continue his examination with the Chief of the CT Staff of problems of CTs and make recommendations to the DDP for the improvement of CT cover.

Comment

DD/P action.

Recommendation No. 16

The DD/S instruct the Director of Training to prepare a memorandum of instruction for the Directorate of Intelligence, the Clandestine Services, and the Support Services, emphasizing the importance of the interim assignment and requesting that the component provide an evaluation of the CT's performance.

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Comment

Concur.

Recommendation No. 17

The DD/S instruct the Director of Training, with representatives from the Directorate of Intelligence, the Clandestine Services and the Directorate of Science and Technology, as appropriate, to design a six-week course to be held at Headquarters to familiarize CTs with the functions of the Agency, to replace the nine weeks of training now consumed by Introduction to Intelligence, Intelligence Techniques, and Operations Familiarization.

Comment

The Director of Training is reviewing the familiarization phase of the program with representatives of the other Directorates. While it initially appears that the present course on Communism can be reduced by one week, discussions are continuing on further revisions.

Recommendation No. 18

The DD/S instruct the Director of Training to delete the Managerial Grid Course from the CT Training Program.

Comment

Concur, except for those trainees for the Support Services. We have found the Grid to be a useful experience for the latter, and wish to retain it.

Recommendation No. 19

The DD/S instruct the Director of Training to meet with representatives of the DD/I and DD/S&T as appropriate, to review the objectives and doctrine of the Intelligence Production Course and develop a curriculum of about six weeks.

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Comment

Concur, except for the six-week limitation. Discussions are continuing with representatives of the two Directorates involved.

Recommendation No. 20

a. The DD/P and the DD/S arrange to have ex-CTs with significant field operational experience assigned to Headquarters and [] as instructors in operations.

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b. The DD/P encourage lecturers from the Clandestine Services to have former CTs with significant operational experience accompany them to [] to hold informal discussions with CTs.

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Comment

a. Concur.

b. Concur, subject to policy of the DD/P

Recommendation No. 21

The DD/S instruct the Director of Training to have CTs and CT applicants informed of the desirability of having a basic typing skill and to assist CTs to acquire this basic skill.

Comment

Concur. Being done.

Recommendation No. 22

a. The DD/P review the needs of the Clandestine Services for PM training and determine the degree of proficiency appropriate to CTs entering the Clandestine Services.

b. The DD/S then instruct the Director of Training:

(1) To review the course content of the Special Operations

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Course and make it responsive to the current PM needs of the Clandestine Services.

(2) To combine the Special Operations Course and the Operations Course into one operations course.

Comment

a. Concur, subject to the decision of the DD/P.

b. (1) Concur. Has been under study for some time.

(2) Non-concur. Course content of both courses is being revised, but we agree with the DD/P that the two courses should remain separate. This results in more efficient use of manpower, reduction in the student load at [REDACTED] and greater flexibility in scheduling CT and non-CT student input.

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Recommendation No. 23

[REDACTED]

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Comment

Concur. Deleted for CT's by agreement with the DD/P.

Recommendation No. 24

[REDACTED]

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Comment

Concur. Deleted for CT's by agreement with the DD/P.

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Recommendation No. 25

The DD/S recommend to the DD/P the elimination of the 13-week desk experience from the CT Training Program.

Comment

Concur. Deleted by agreement with the DD/P.

Recommendation No. 26

The DD/S instruct the Director of Training with representatives of the directorates to review the Report of the Working Group on CIA's Foreign Language Program and other documents pertaining to language training of CTs and consider revising the Agency's current language policy to permit CTs to be assigned to a career service without a minimum language capability with the understanding that CTs would be required to gain language proficiency prior to overseas assignment.

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Comment

Concur. The DD/P has informally agreed.

Recommendation No. 27

The DD/S, in consultation with the DD/P and the DD/I, review the CT training cycle with the objective of reducing the training period of CTs going into the Clandestine Services from two years to nine months, and for CTs going into the Directorate of Intelligence and Support Services from six months to four months.

Comment

Concur, in principle. The DD/P has agreed to major deletions for the training program tailored to his requirements, and discussion is continuing with representatives of the DD/I. The DD/S feels that the present training cycle is about right for Support Career Trainees. See our comment on Recommendation No. 17 above.

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Recommendation No. 28

The DD/S assign a senior officer to the Office of Training to report directly to the Director of Training as a Special Assistant for coordinating training. His duties as related to the CT Program should include:

- a. Reviewing Career Training Program course content to ensure that individual courses are related to the over-all objectives of the program and that needless duplication is not included.
- b. Ensuring that sound instructional techniques are employed.
- c. Chairing meetings with chiefs of schools and staffs to exchange ideas for improving CT training.
- d. Keeping abreast of latest training developments in government and industry.
- e. Maintaining liaison with the Assessment and Evaluation Staff of the Office of Medical Services to take advantage of the services A&E can offer to CT training.
- f. Maintaining contact with training officers and operating officials in the three primary directorates that use CTs.

Comment

Concur. A coordinator has been appointed, and we are carefully following his efforts to see if a second man may not be needed during the revision of the course content, scheduling, etc.

Recommendation No. 29

The DD/S negotiate with the DD/I for the assignment of an experienced officer, preferably from OCI, to the Office of Training as a special assistant to the Director of Training to represent the DD/I in OTR.

Comment

Non-concur. We believe that present arrangements, including the temporary detail of a senior DD/I representative to review all OTR programs and courses of direct interest to DD/I, and the normal rotation of DD/I officers to OTR, are sufficient to meet the points suggested by the IG. His proposal could, we think, under-cut the Chief, Intelligence School, and the Senior Training Officer of the DD/I. There are several

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senior DD/I officers already on rotation assignments to the Office of Training, and the CT Program Staff has three DD/I representatives.

Recommendation No. 30

The DD/S instruct the Director of Training to:

- a. Require that all career officers and contract employees assigned to OTR as instructors take the Instructors Training Course.
- b. Assign an officer experienced in teaching techniques to the staff of the Chief to assist instructors in improving instructional techniques and in preparing blocks of instruction.

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Comment

- a. Concur. Now being done.
- b. Concur. Was done in February 1967.

Recommendation No. 31

The DD/P review the present procedure for determining suitability of CTs for the Clandestine Services to determine whether this additional screening process is necessary in view of the effectiveness of the initial screening of CT applicants by the CT Staff and the success of the Staff in placing CTs after training is completed.

Comment

DD/P action.

Recommendation No. 32

The DD/I and the DD/P review their systems of CT career development and issue policy statements to their operating components on desirable kinds of assignments for CTs during their early years with the Agency.

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Comment

DD/I & DD/P action.

Recommendation No. 33

The DD/S, upon the completion of the studies on the impact of retirement on the Agency, consider requesting a temporary increase in the table of organization of the Career Training Program to meet retirement losses anticipated in the next five to ten years to avoid last-minute crash recruiting programs.

Comment

Concur.

3. We are pleased with the constructive tenor of the Survey and its general conclusion that the Career Training Program is a successful effort in providing an input of highly-qualified junior officers for the Agency.



K. L. Bannerman
Deputy Director
for Support

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CONCURRENCE		INFORMATION	SIGNATURE
<p>Remarks: In replying to the IG's Survey of the CT Program, we have had to give partial responses to Recommendations #17, #19, and #27 which deal with the duration of the training schedule--particularly as it affects trainees for DD/I and DD/S&T. These three recommendations raise some fundamental questions involving instructional and curriculum concepts that cannot be resolved simply by setting arbitrary limits for the training periods. Discussions are still continuing with the two Directorates concerned in an effort to come to a more definitive position on the recommendation.</p>			
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